

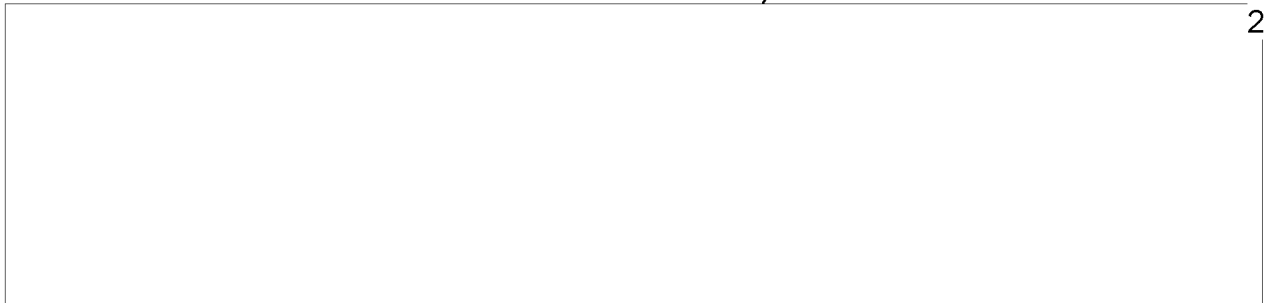
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12 December 1985

NOTE TO: Director of Central Intelligence

SUBJECT: National Intelligence Strategy

I think we have a good basic document. It can be shortened somewhat and I have indicated a few areas where some slight reorganization would eliminate duplication and a few topics can be shortened or combined with others. I think we could cut another 10 pages by some wordsmithing and reorganization. It seems to me that 50 pages should be our goal. The only thing I would add is a paragraph in the last section along the following line:



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I think it is important to have a statement such as the above to indicate that there are very real limitations to the amount of money and effort we can devote to a fail-safe capability in such areas.

You probably should not tell NFIC that a new draft is in hand. You certainly should say you already are thinking of ways to shorten and sharpen the text.



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Richard J. Kerr
Associate Deputy Director
for Intelligence

cc: DDCI

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As you have requested, we have prepared a National Intelligence Strategy which, in essence, is an umbrella recitation of the requirements and planning process which drives our intelligence collection, analysis and production.

Although the intelligence mechanism is dynamic and constantly changing, it is appropriate in addressing the National Intelligence Strategy to take a snapshot in time as a starting point for helping us understand the intelligence process. We initiate that process with the National Intelligence Council (NIC) assessment of the world situation reaching out some ten years or more. This long-range assessment sets the stage for a series of events which form the basis for our planning, programming, collection and intelligence production. Against the framework of the NIC assessment, I prepare guidance to each of the program managers throughout the Intelligence Community specifying to him the areas and activities that he must address in his program. Against this guidance, the program manager builds his budget not only for the upcoming year but over the span of the next five years. I then turn to the policymakers and ask them for their recommendations on the major topics which they feel they must address over the next 6-12 months. These recommendations I take to the Senior Interagency Group (Intelligence) which is a committee under the National Security Council for approval or modification. The topics, now termed the National Intelligence Topics (NITs), serve as a forum by which the policymakers inform the intelligence producers of the critical needs for analysis and

finished intelligence reporting. Any gaps in our intelligence are referred to the DCI Collection Committees for immediate collection and to our producers for required research. Concomitant with this action, my DCID 1/2 Committee aggregates all the intelligence requirements of our Government into a single priority listing for dissemination and direction to the Intelligence Community at large. As events unfold or collection and production satisfy the requirements appropriate adjustments are made.

As an overlay to this process and within the context of the National Intelligence Strategy contained in this document is the long-range planning mechanism which postulates for the program managers the future needs thus permitting him to plan for the capabilities needed in the out-years. This would include the research and development necessary to

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